

**AGENDA ITEM:** Library of California Board Goals and Objectives

**ISSUE TO COME BEFORE THE BOARD AT THIS MEETING:** Should the Board adopt the six-month Board objectives which were developed at the Board-staff planning session on August 17, 2000?

<p><b><u>RECOMMENDED MOTION FOR CONSIDERATION BY THE BOARD:</u></b> I move that the Library of California Board adopt the six-month objectives developed at the August 17, 2000 planning session and detailed in Exhibit 1 below, to be effective through February 2001.</p>
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**BACKGROUND:**

At the August 17, 2000 planning session, Board members developed a vision statement and 4 long-term goals, which were adopted at the August 2000 Board meeting, and those present also drafted a set of six-month objectives, detailed in Exhibit 1, to address the goals.

**Exhibit 1**

**THREE YEAR GOAL A: ACHIEVE FULL IMPLEMENTATION AND FUNDING  
OF THE LIBRARY OF CALIFORNIA ACT AND COMPLETE THE  
TRANSITION FROM CLSA**

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**SIX MONTH STRATEGIC OBJECTIVES:**

1. At the November 10, 2000 Board meeting, the Legislative Committee (Susan Steinhauser – chair), with input from the Board and Bureau Chief Mark Parker, will present to the Board for consideration an education strategy for legislators, with supporting materials, to be used by Board members in legislative districts.
2. At the November 10, 2000 Board meeting, the Board, upon recommendation of the Library of California Support Services Committee (John Kallenberg- chair) will decide upon a compensation model for the Regional Library Networks.
3. At the February 2001 Board meeting, the LoC Support Services (John Kallenberg – chair) and LoC Access Services (Victoria Fong – chair) committees will recommend to the Board for its consideration a compensation model for all programs included in the proposed funding for 2001-2002.

4. By February 28, 2001, each Board member will make at least one legislative contact, coordinated by the Legislative Committee, using the Library of California educational strategy.

### **THREE YEAR GOAL B: PROMOTE PUBLIC AWARENESS AND SUPPORT OF THE LIBRARY OF CALIFORNIA**

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#### **SIX MONTH STRATEGIC OBJECTIVES:**

1. By the November 10, 2000 Board meeting, Robert Daseler as lead and with Al Bennett, working with regional leaders, will send to statewide news services stories about LoC services which benefit patrons of the library.
2. By the February 2001 Board meeting, Jane Lowenthal and Bureau Chief Mark Parker will propose to the Board a process (including consideration of certificates of appreciation) for recognizing organizations and individuals for their achievements.
3. At the February 2001 Board meeting, Jane Lowenthal will explore the pros and cons and report to the Board on the creation of a Friends of the Library of California.
4. By the February 28, 2001, Jane Lowenthal, working with a region, will create an event/program which publicizes the LoC.

### **THREE YEAR GOAL C: IMPLEMENT REGIONAL AND STATEWIDE PROGRAMS AND SERVICES**

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#### **SIX MONTH STRATEGIC OBJECTIVES:**

1. By November 10, 2000, the Board will establish policies to implement programs and services through the end of the 2000-2001 fiscal year.
2. At the November 10, 2000 Board meeting, the Board will allocate 2000-2001 funds for expenditure to implement programs and services.
3. By February 28, 2001, the Board, upon recommendation of the LoC Support Services Committee (John Kallenberg – chair) will establish operating Regional Library Networks.

## THREE YEAR GOAL D: **ESTABLISH AN EFFECTIVE BOARD**

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### SIX MONTH STRATEGIC OBJECTIVES:

1. By September 30, 2000, each Board member will give to the Board President recommendations, based on qualifications in the LoC Act, for appointments to the Board.
2. By October 15, 2000, the Board President will meet with the appointing authorities or their representatives to encourage the prompt appointment of members to fill Board vacancies.
3. By the November 2000 Board meeting, each Board member will identify what training will be needed/helpful to become a more effective Board member and be prepared to discuss his/her needs at the meeting.
4. By the November 2000 Board meeting, the LoC Director will identify funds available for Board training.
5. At the November 2000 Board meeting, each committee chair will conduct a discussion with his/her committee on ways to improve communication at and between meetings, and between Board members and staff, and each chair will report the results at the Board meeting.
6. By December 15, 2000, the Board President will appoint, if needed, a working group of Board and staff to develop recommendations based on information from the committee/Board discussions for improved communications.
7. By December 15, 2000, each Board member will provide to the Board President and Vice President written comments on Board Committee structure.
8. By January 15, 2001, the Board President will appoint committee members to meet at the February 2001 Board meeting.
9. By the February 2001 Board meeting, the LoC Director will develop a training plan and present it to the Board for discussion.

The planning group decided to forward the draft objectives to all Board Members prior to formal adoption at the November 2000 Board meeting. The draft objectives were distributed to all Board Members with a request for their review, comment, and suggestions. A response was received from Board Member Susan Steinhauser and is included as Exhibit 2 below.

## Exhibit 2

To: Liz Gibson

cc: Victoria Fong; Jim Dawe

From: Susan Steinhauser

Re: LOC: Six Month Strategic Objectives

Date: 10.10.00

My comments regarding the Six Month Strategic Objectives developed in the Board Strategic Planning Session August 17, 2000 are below.

### **Achieve Full Implementation and Funding of the Library of California Act and Complete the Transition From CLSA**

Regarding Objective No. 1: An education strategy regarding the Governor and the Governor's office should also be developed. The education strategy should include local elected officials (esp. city council and boards of supervisors).

Regarding Objective No. 4: Establishing and developing contacts are facilitated with personal contact. Although local meetings can be helpful, knowing Sacramento staff is also helpful. How many LOC Board meetings do we have scheduled for Sacramento?

Have we given any consideration to inviting legislators and/or staff to a reception regarding LOC and introducing them to our institution?

Include time for training Board members regarding legislative contact, either during a meeting or otherwise.

We should consider teaming Board members with legislators (after the November 7 election). With 120 legislators and 13 Board members, that's about 8 legislators per Board member.

Other: What consideration have we given to the scenario where full funding is not achieved?

Other: Full funding is contingent on more than educating the legislature and developing the compensation model. We need a ground swell of support for LOC and a major public information campaign. Maybe we should consider hiring a consultant to develop a public information campaign.

Other: A larger coalition building effort for LOC support, perhaps within the rubric of an LOC Supporters group or within the educational strategy or within another mechanism should also be developed. We need to include business leaders, government leaders and leaders from the private sector in addition to CLA and the other library associations and the kinds of associations who are partnering the Millennium Conference. We need a 21<sup>st</sup> century California Carnegie.

### **Promote Public Awareness and Support of the Library of California**

Regarding Objective No. 1: Do “statewide news services” include radio, TV, Internet, etc.? Who will be included within the group of “regional leaders”? (See my comment in “Other” above.)

Regarding Objective No. 2: I assume that those to whom certificates of appreciation are given will have some link to the LOC.

Regarding Objective No. 3: How do we develop a Friends of LOC that does not compete with existing friends groups? Perhaps this is more a Circle of Support (a la my comments above) and part of a larger coalition building campaign.

Other: We need a Master Calendar of library and technology events across the State and we should identify those events at which Board members and/or staff should be attending to promote LOC.

### **Implement Regional and Statewide Programs and Services**

Other: We need to make sure we publicize the programs and services we fund to the Legislature, Governor and the greater coalition we need to establish for LOC support.

### **Establish an Effective Board**

Regarding Objective No. 1: Develop a standardized response to inquiries regarding LOC Board vacancies. Be sure to include the fact that appointments are made by Governor, Speaker and Senate Rules. Also, include language from statute regarding categories of appointments. Do we want to encourage Planning Groups/RLN’s and CLSA Systems to publicize vacancies?

Regarding Objective No. 3: Other Boards I have sat on have training sessions regarding budgeting, networking and advocacy, long range planning, running a successful meeting (including setting goals, objectives, time line, responsible parties, etc).

Regarding Objective No. 4. Some entities offer training at discounted rates, e.g. Center for Non Profit Management in Los Angeles.

Regarding Objective No. 5: I assume improved communications between meetings will be included in the agenda for each LOC committee in the November meeting; a note in the transmittal memo to the Board package to encourage members to give this topic up front thought would be helpful. I assume committees can meet between LOC Board meetings so long as meetings are properly noticed; are there other situations under which committees could meet? What funds does LOC have for committee meetings between LOC Board meetings (e.g. phone conferences)? Such meetings, if held in Sacramento, could be helpful in facilitating regular contact between LOC Board members and legislators and their staffs.

Regarding Objective No. 7: It would be helpful to have input from the Staff and field regarding reorganizing Board committee structure. We may want to consider a Board Operations committee that would work with President on nominations, tracking Board performance and satisfaction, retreat, etc. or assign these responsibilities to certain Board officers.

Regarding Objective No. 8: Who appoints committee chairs?

Other: Develop a job description for trustees and officers.

It is proposed that all of these suggestions, except Goal D, Objective 5 be considered at the scheduled February 2001 planning session. As proposed by Board member Steinhauser, in response to Goal D, Objective 5, each committee that meets at the November Board meeting is encouraged to address objective 5: "At the November 2000 Board meeting, each committee chair will conduct a discussion with his/her committee on ways to improve communication at and between meetings, and between Board Members and staff, and each chair will report the results at the Board meeting.

CURRENT STATUS: At the time of agenda packet production, no substantive progress on objectives was reported, since the due date for progress reports was the end of October and the agenda packet mailing date was Oct. 26, 2000. An update will be provided at this Board meeting.

Relevant Committee: ad hoc Planning Committee

Staff Liaison: Liz Gibson